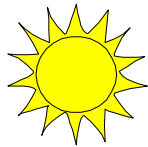


CSSP REPORTING MANUAL

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CSSP REPORTING MANUAL QUICK START

How to Use this Manual

If you want to:

• Know more about the Frameworks for the Reporting System	See Section 1 (Page 3)
• Determine what your CSO needs to report based on your project proposal	Check Annex A (Page 33)
• Fill out the Data Table	See Section 2 and Annex A (Pages 11 and 33)
• Fill out the Performance Monitoring Plan	See Section 3 (Page 13)
• Fill out the Report	See Section 4 and Annex A (Pages 19 and 33)
• Fill out the Policy Matrix	See Section 5 (Page 27)

Three Keys for Good Reports:

- Fill in the Data Table (See Section 2 and Annex A for details)
- Keep the Narrative Reports to 10 Pages (See Section 4 and Annex A for details)
- Submit the Reports on Time (Before February 28, before August 31)

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INTRODUCTION

Welcome to Civil Society Support Program's (CSSP) *Monitoring and Reporting Manual*. This manual will help the CSSP and your CSO work together to collect and report data on the program's results and successes. The data will help CSSP manage the program and provide support to its grantees; it will ultimately be reported to the U.S. Congress. To ensure continued funding from Congress, the CSSP and its grantees must maintain the flow of information to USAID and the U.S. Congress. This manual explains the program's reporting systems necessary to maintain that flow of information.

We have organized this manual into five sections:

Section One describes the greater context of CSSP's monitoring and reporting system, including:

- The goals of the monitoring and reporting system and how the data will be used
- How the data flows to the U.S. Congress
- The CSSP results framework, which determines the data to be collected
- The steps for developing collaboration on monitoring and reporting between CSSP and its grantees
- How to use this manual in developing that collaboration

Section Two describes the heart of the reporting system, the Performance Indicator Data Table. This table is the heart of the monitoring and reporting system. Along with the data from the policy matrix, the data from this table is the basis for all of the reporting your CSO will be doing. Data will likely not be reported for all the performance indicators in the table, but all CSOs will provide some data. Section Two describes:

- The format for the Data Table
- The general instructions for setting up your CSO's data table
- The general instructions for setting targets
- The general instructions for recording achievements

Annex A (discussed in more detail below) gives more specific instructions for filling out the Data Table by defining each performance indicator and unit of measure and explaining how to set targets and record achievements for each of them.

Section Three describes how to fill out the Performance Monitoring Plan (PMP). This form can help your CSO plan to collect and report on the data that your CSO agreed to supply.

Section Four describes how to fill out the semi-annual report. This is a short report (ten-pages) that describes the results your CSO has achieved in the previous reporting period. This section lays out the outline for the report and discusses how to write up each section.

Section Five describes the Policy Matrix. These matrices monitor the progress and results of your CSO's campaigns. This section tells how to prepare the Matrix and use it to measure campaign progress.

Annex A provides detailed information about the performance indicators and unit of measure. In this section, the manual gives the definition of each performance indicator and describes the following for each unit of measure:

- What is being counted by each unit of measure
- How to complete the data table for each unit of measure
- What this data will tell CSSP
- What to discuss in the Analysis of Indicator section of the semi-annual report.

Use this section to help your CSO to determine what data to report, fill out the data table, and write the semi-annual reports.

We invite you to read this manual from cover to cover. We have organized it, however, so you can understand a section without reading the previous section. We hope this manual will clarify any confusion you may have. If not, please feel free to contact your grant manager with questions.

SECTION 1: BACKGROUND AND CONTEXT FOR THE CSSP MONITORING AND REPORTING SYSTEM

Goals of the CSSP Monitoring System

Like all NGO monitoring and reporting systems, the CSSP system has two goals. One is to collect and provide data for the management of the program. The second is to provide information on project successes to its funder, the U.S. Congress representing the U.S. taxpayer.

To help it manage the project, CSSP needs to collect data that not only tells it of the progress for each grantee, but also aggregates the successes and results of all the grantees. This information helps CSSP track the results of the program so that it can:

- Ensure that results are being achieved for all performance indicators
- Ensure that program coverage is properly spread geographically
- Provide the appropriate support to its grantees
- Assist in sharing experiences and learnings among its grantees

To report to USAID and ultimately Congress, CSSP needs to collect data that it can aggregate to show that the project is meeting its performance indicators, intermediate results and strategic objectives. The ultimate use of that data is to demonstrate to the U.S. Congress that USAID is achieving results and deserves continued funding.

The fact that CSSP needs to aggregate the data it receives from grantees has a number of implications on the monitoring and evaluation of the project. First, the monitoring and reporting system is designed to collect data that can be pooled and added up to show the cumulative results of the project. Second, some of that data being collected will not be useful for the individual grantees. Finally, the CSSP needs support from all its grantees to collect the data.

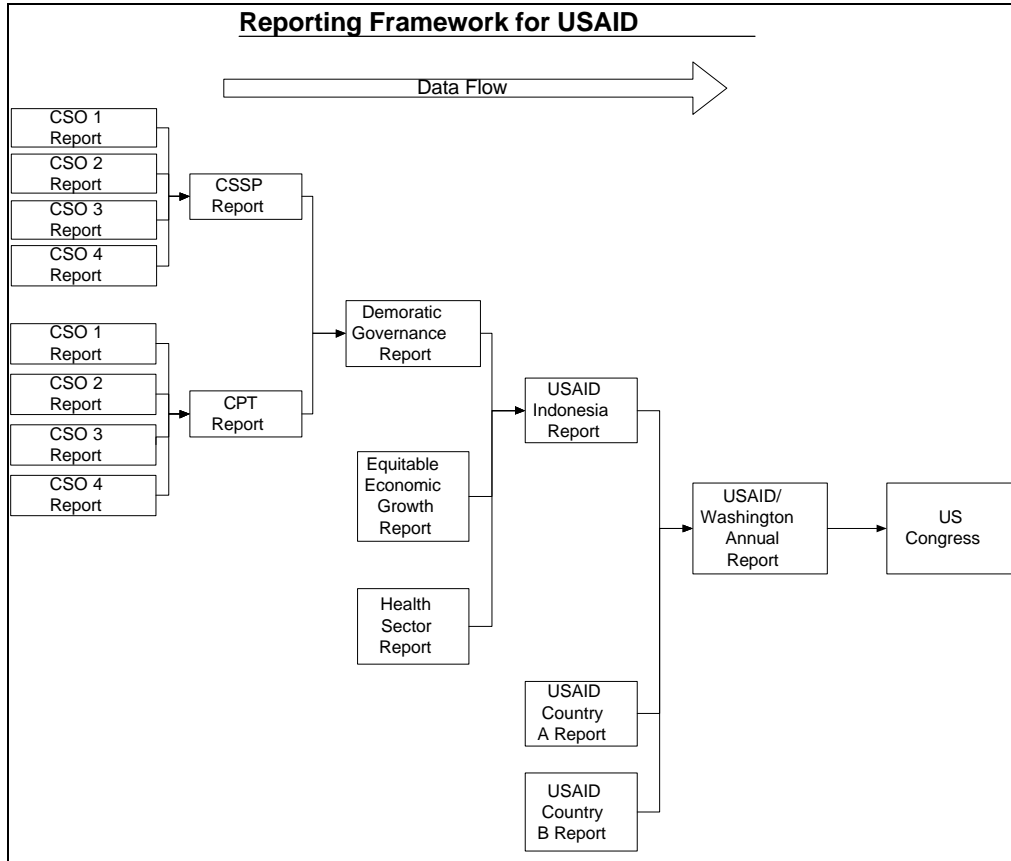
This monitoring system has been developed by USAID over several years to help measure its progress in meeting its strategic objectives. As a contractor of USAID, CSSP is required to follow the USAID's managing for results system. CSSP has taken USAID's requirements and developed a reporting system for grantees that is as flexible and straightforward as possible.

CSSP understands many alternate frameworks may also monitor this project effectively; however, it *cannot* reformulate the monitoring and reporting system. At this point in the project, CSSP asks its grantees to work with the monitoring system as is, develop efficient ways to supply the data agreed upon, and *focus our efforts on the work being done in the field.*

How Data is Reported through the System to the U.S. Congress

As noted above, the collected data is used by CSSP to manage the project and report results to the USAID and U.S. Congress. In reporting to Congress, The CSSP collects data from all its grantees, combines that data into a CSSP project Semi-Annual Report. That report goes to

USAID/Indonesia, which combines the data with data from all of its work in the country into a Mission Semi-Annual Report. This report goes to USAID/Washington, which combines it with reports from all of its Missions into an agency report to congress. Congress then uses that data in determining the mandate of USAID and funding for the agency. Below is a chart showing the process:



This reporting and monitoring system starts with the data collected in the field by the grantees and, in some cases, the project itself. At each step in the process, the data is combined and becomes aggregated and more general, showing the big picture results of USAID's work.

Monitoring for Results Framework

Monitoring cannot be separated from planning. All project monitoring must be based on the project's goal framework. It is this planning that helps a project determine the data it needs to collect to monitor and evaluate the project effectively. The key difference between a goal framework and monitoring framework is that a goal framework lays out the *future*, expected logical connections between objectives, goals, and strategies, while a monitoring framework determines data to be collected: data that showed *what actually happened* (in the past) and then confirms or invalidates the logic behind the goals.

CSSP's monitoring framework is divided into four components: strategic objective, intermediate result, primary indicator, and unit of measure. The strategic objective the long-

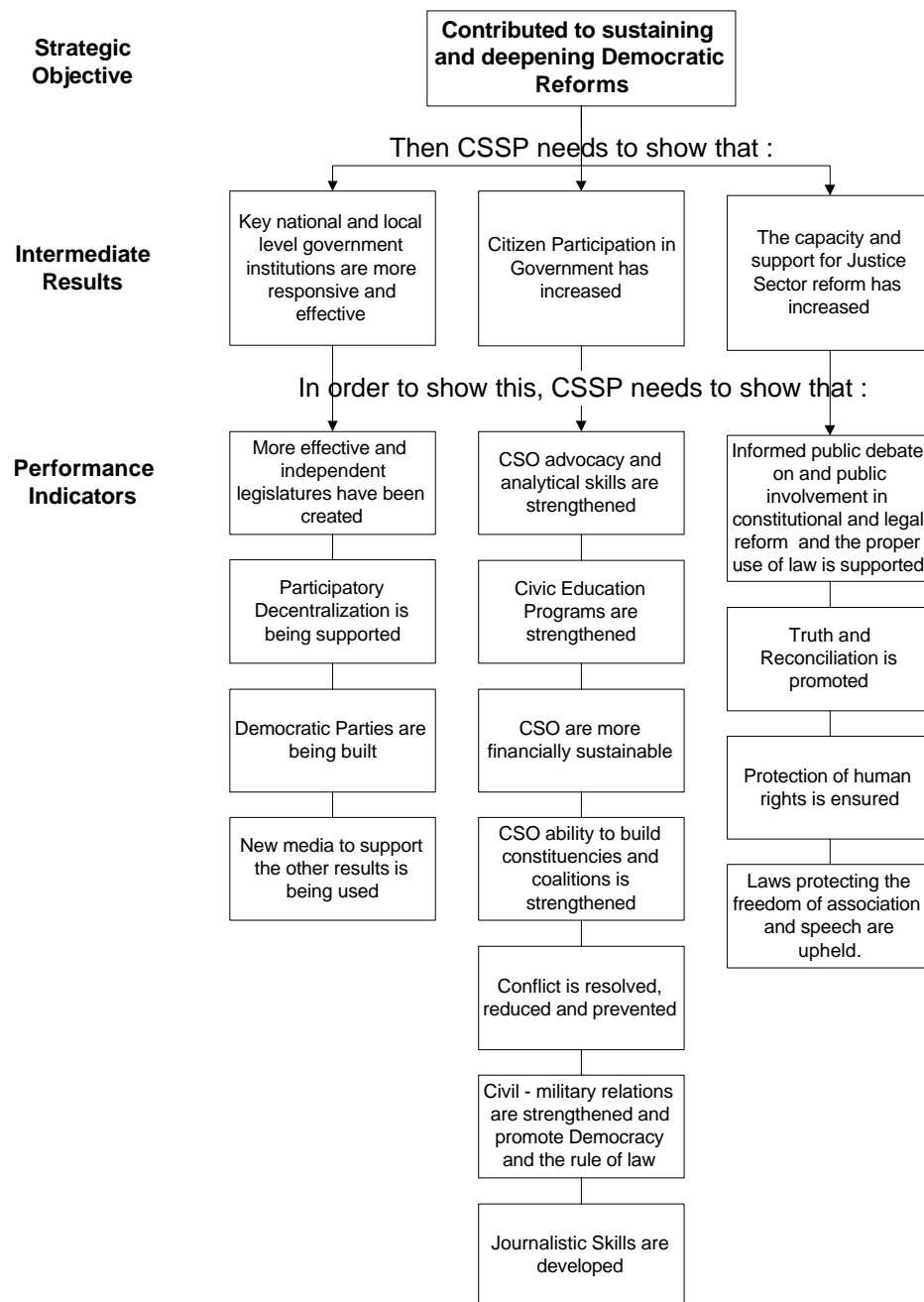
term overall result CSSP and its partners — in this case USAID — want to accomplish. Three intermediate results, which are more detailed medium-term results, fall under the strategic objective. Performance indicators, the next level, are more short-term and directly measurable results. Lastly, units of measure (the specific numbers that the monitoring system collects to measure the performance indicators) support the performance indicators. The chart below defines each of these components.

Component	Definition	Comment
Strategic Objective	The overall, long term changes the project hopes to achieve	Extremely difficult (often impossible) to measure without the proper methodology. Measurement is done by assessing intermediate results and performance indicators
Intermediate Result	Larger, medium term changes the project hopes to achieve	Generally hard to measure directly. Success or lack of success is determined by combining the results of the performance indicators
Performance Indicator	A measure that tracks progress	Shows the basic changes that will be monitored during the life of the project
Unit of Measure	The numeric component of the Performance Indicators and the numbers needed to calculate the Performance Indicator	The basic data that needs to be collected to determine the performance indicator. Often CSOs call these units of measure the indicator of progress

CSSP and USAID have defined each of these components and developed a monitoring results framework for the project, shown on the following page. The framework shows how CSSP's monitoring system will confirm whether or not it has succeeded in its ultimate goal of *Deepening and Sustaining Democratic Reforms*. Success is measured by the achievement of a set of three Intermediate Results, which in turn is determined by success in meeting specific performance indicators. As discussed below, these performance indicators are measured by collecting data on sets of units of measures.

Starting at the top of the results framework, if:

CSSP wants to show that it has



This framework, then, is the basis for the reporting system. As the project progresses, CSSP needs to collect data, both numeric (quantitative) and narrative (qualitative), that shows the degree of success in each area. CSSP has developed the numeric (quantitative) data it hopes to collect from each grantee and, as it makes its analysis of that numeric data, asks each to describe in its monitoring reports the changes occurring because of the numbers. In other

words, the boxes in the framework presented above are the key topics for the analysis section of the report. The key question is: “What changes has your CSO seen or experienced as a result of your work that shows democratic reforms are being sustained and deepening?”

Steps to CSSP/Grantee Collaboration on Monitoring

To meet the goal of collecting data, CSSP has a process to work with your CSO to develop the monitoring and reporting necessary for the program. This process is designed to:

- Work with your CSO to develop a monitoring plan
- Provide CSSP with data consistent with USAID’s indicators and units of measure
- Provide semi-annual summaries of activities and results from your CSO’s work
- Identify areas of support requested by grantees from CSSP

When developing their relationship, CSSP and a grantee work through the following steps to integrate the grantee into the CSSP monitoring system:

- 1) Project Proposal Development
 - a) The CSO and grantee agree on project goals, objectives, activities, and budget
- 2) Project Proposal and acceptance
 - a) CSSP and USAID agree to fund the proposal
- 3) Agreement on Indicators and Unit of Measure (data) to be reported
 - a) The grantee and CSSP go through a framework exercise and choose the specific indicators and units of measure that the grantee will report on. The goal here is to choose the indicators and units of measure that are consistent with the goals and objectives agreed upon in the grant agreement. No grantee has to report on every indicator and unit of measure.
- 4) Preparation of a Performance Monitoring Plan (PMP)
 - a) CSSP holds a series of three-orientation workshops to help the grantee prepare reports efficiently that fit well with the needs of the CSSP monitoring system. The PMP is a major output of the first workshop and is an optional tool to help grantees develop plans to collect the data.
- 5) Project Reporting Orientation
 - a) All CSSP grantees agree to provide semi-annual reports to CSSP made up of a maximum ten-page narrative report, indicator data tables, and a policy matrix data table. The second of the three orientation workshops introduces the report outline and data tables and works with the participants to develop their capacity to complete the reports effectively.

- 6) Semi-annual project reports routinely submitted
- a) These reports briefly describe activities, results, challenges, and requests for support and provide a routine form of contact between CSSP and your CSO. These reports are due every February 28 and August 31.

The first two steps are project planning. They are included in this system because it is impossible to separate monitoring and evaluation from planning. Step three is where the plans of the grantee are integrated into the CSSP monitoring system. Because this monitoring system is for the CSSP program, not individual project managers or grantee Directors, it cannot and should not supersede or replace any project and organizational monitoring systems already in place in your CSO. Ideally, your CSO's monitoring system can already generate the data requested by CSSP or can do so with only minor adjustment. If your CSO does not yet have a formal monitoring system, please understand that the system described below will not provide all the data you need to manage your project or CSO effectively.

Using This Manual in Developing Collaboration

The definitions of performance indicators and units of measure, presented in the following sections, are central to this manual. These definitions can be used three ways in the development of each grantee's monitoring activities. First, these definitions can help the grantee and the grant manager determine for which performance indicators the grantee will provide data. The second is to help the grantee develop PMPs. The third is to provide guidance to grantees as they collect data and write their reports.

Determining what CSOs will report to CSSP

The definitions of performance indicators and units of measure, described in detail in Annex A, provide the basis for determining what your CSO will report to CSSP. It is extremely unlikely that any one CSO will need to provide data to CSSP on each and every performance indicator. CSSP will give grants to a CSO even if its project helps the CSSP project make progress on just one indicator. Therefore, the first step in the reporting system is coming to an agreement what data your CSO will give the CSSP program.

To do this, work with your grant manager to compare the goals, objectives, and activities in your proposal with the definitions of performance indicators and units of measure presented in Annex A. In this process, your CSO will choose performance indicators and units of measure that are consistent with your project's activities and goals. Once these have been chosen, develop targets for the units of measure based on your project's work plans.

Key Principles to Remember

- Your CSO's project does not have to report on each performance indicator. If your project is not working in some areas, those indicators are dropped and your CSO does not report on them.
- Your CSO does not have to collect data for every unit of measure. If grantees have not planned (or lack the systems) to collect data for a specific unit of measure, they may choose not to report data for that unit. Report on only what you are able to.
- Not every Unit of Measure has to have a target. CSSP requests your CSO to be honest about setting targets and not to promise something it does not believe it can deliver. However, even if a unit of measure does not have a target, you may choose to report on that unit of measure as the project progresses.

Developing a Performance Monitoring Plan

The definitions of performance indicators and units of measure provide the basis for developing your CSO's monitoring plan. Once your CSO and its grant manager have agreed on the performance indicators and units of measures that will be reported, the definitions

below set out the data that your CSO will need to collect and report. The PMP will give your CSO the opportunity to plan how and when to collect that information.

Report Writing

CSSP requests that its grantees prepare and submit semi-annual progress reports. Section 4 below describes in general how to organize and write the report. Annex A describes in more detail the definitions for each Performance Indicator and Unit of Measure. Moreover, the annex describes in detail what data needs to be collected, how to fill in the data table, what to report in the Semi-Annual report, and how this data will be used.

Policy Matrix

Finally, CSSP requests that your CSO prepare and submit a policy matrix. This matrix is a tool for both your CSO and CSSP to track the progress you are making on campaigns designed to influence government policy, reform the legal system, or introduce new media. Section 5 describes how to fill in the Policy Matrix.

SECTION 2: THE DATA TABLE

What the Data Table Is

The data table is the heart of the reporting system. This table is the form CSSP and grantees use to record and store all the numeric data required by the project monitoring system. The data in this table submitted by your CSO is combined with the data submitted by other grantees to develop the overall picture of CSSP's progress. Moreover, the data from your CSO's data table is the basis for your CSO's written report. In your reports, you are asked to discuss and analyze *only* the project results reported in the data from the tables.

Your CSO will need to work closely with its grant manager early in the project to develop its own data table. The first step is to agree with your grant manager which performance indicators and units of measure your CSO will report on. Once those have been determined, your CSO and grant manager can work with the project plans to decide appropriate targets for each unit of measure chosen.

Data Table Format

The format of the data table is shown below, followed by instructions of what to include in each column.

Performance Indicator	Explanation	Unit of Measure	Baseline Data		Target	Year		Year		Total
			Year	Number		Mar	Sep	Mar	Sep	
Name of Performance Indicator	Description of the Performance Indicator	Definition of Unit of Measure			Target	<u>A</u>	<u>A</u>	<u>A</u>	<u>A</u>	<u>A</u>
					Achieved	<u>B</u>	<u>B</u>	<u>B</u>	<u>B</u>	<u>B</u>
		Definition of Unit of Measure			Target					
					Achieved					
		Definition of Unit of Measure			Target					
					Achieved					

A = Target box; B = Achieved box

The following sections describe how to fill out each column of this form.

Column 1: Performance Indicator

In this column, enter the name of the performance indicators your CSO has agreed to report. The concise names of each of the performance indicators are already written by CSSP and can be found in the results framework (above) or in the model data table attached in the annexes.

Column 2: Explanation

In this column, enter the brief explanation of the performance indicator as prepared by CSSP for each of your CSOs performance indicators. You can find these explanations in the model data table attached in the annexes.

Column 3: What Information USAID Requires

In this column, enter the name of each of the units of measure your CSO will be reporting on. Again, CSSP has already developed the descriptions of units of measure. You can find these descriptions in Annex A of this manual or in the model data table in the annexes.

Columns 4-5: Baseline, Targets, and Achievements

These columns and rows are for recording baseline data, targets, and achievements for each unit of measure your CSO will be reporting. In the box, enter any baseline data (if available) and the year that data was collected. In the target boxes (indicated by an A in the example above), enter the targets for each unit of measure as agreed upon with your grant manager. Note that all performance indicators and units of measure that your CSO will be reporting should be included in its individualized data table; however, not all units are required to have targets. Finally, as your CSO's project progresses, fill in the achieved boxes (indicated by B) with the actual data at the end of the reporting period and submit the table to CSSP along with the narrative report.

CSSP has tried to make the Data Table easier to fill out by providing the performance indicators, explanation of performance indicators, and units of measure — in other words, three columns have already been done for you. Your CSO is responsible for completing the remaining columns for the baseline year, the targets, and the actual results achieved. Annex A explains each of the performance indicators and units of measure in detail as well as how to complete the data table for each of them. It is highly recommended that you refer to this section when developing your data table.

SECTION 3: PERFORMANCE MONITORING PLAN

What the Performance Monitoring Plan Is

The Performance Monitoring Plan (PMP) is a matrix that helps a project (or organization) organize, plan, and document the collection of data it will use to monitor itself. It is a tool that helps organize the “5 Ws” (what, who, when, how, and why) of monitoring: what data it needs to collect, who will collect the data, how and when that data will be collected, and who will use the data.

The PMP not only guides us in monitoring our project but also helps ensure consistency in monitoring. A good PMP will explain the monitoring system to any new members of the project or monitoring team. If written well, the PMP will ensure consistent data is collected over the long term by describing exactly what and how data is collected.

CSSP uses the PMP for its own monitoring planning and is introducing the format to its grantees to help you organize your own monitoring. The use of the PMP by CSSP’s grantees is voluntary; you are not required to submit the form to CSSP, and you will not be monitored on whether you use the form or not. If completed, this form is used in the first orientation workshop to help your CSO develop its monitoring plans for each of its performance indicators.

Performance Monitoring Plan Format

Below is the format for the PMP matrix.

Performance Indicator	Indicator Definition & Unit of Measure	Data Source	Method/ Approach of Data Collection/ Calculation	Data Acquisition		Analysis, Use, & Reporting	
				Schedule/ Frequency	Responsible Party	Schedule/ Frequency	Responsible Party

The PMP is a matrix made up of six major columns and a row for each performance indicator. The columns are:

Column Name	Brief Description
Performance Indicator	A measure that tracks progress
Indicator Definition and Unit of Measure	Formula for the Performance indicator and the data needed to calculate that formula
Data Source	Where the data will come from
Method/Approach of Data Collection or Calculation	How the data will be collected and analyzed
Data Acquisition, and Analysis	Who will receive the data, when they will receive the data, and who is responsible for reporting the final data
Use and Reporting	Who will use the data and when they will use the data

The sections below briefly describe the meaning of each column and how to fill them out. However, CSSP encourages your CSO to use the performance indicators, definition of performance indicators, and units of measure as already defined by CSSP. This makes the PMP easier to complete as CSSP has already completed the first two columns.

Performance Indicator

This column is the place to enter a concise description of the performance indicator. A performance indicator is a measure that is used to track progress (or lack thereof) toward achieving a strategic objective. At a minimum, a performance indicator shows the direction of the intended changes the project hopes to accomplish.

When your CSO develops a PMP in the first workshop, it will be asked to use CSSP's labels and definitions for the performance indicators that it will report on. This will make filling out the PMP a great deal easier because you will not need to take the time and effort to develop indicators yourself.

Indicator Definitions and Unit of Measure

This column is for a more specific definition of the performance indicator as well as the unit of measure (or precise data) that will be monitored. Again, CSSP has already developed the definition of the performance indicator and units of measure that will be used for the CSSP program. However, the following paragraphs describe these concepts in a little more detail.

The definition of performance indicator is a description of what is being measured. This may be any form of measurement such as straight number, a percentage, a rate of change, a mean, or a mode. Examples of indicator definitions include such data as the number of women reached by a project, the percentage of successful campaigns, or the percentage increase in number of CSO implementing civic education programs.

The unit of measure describes in detail what must be counted to develop the performance indicator. If the performance indicator is a straight number, then the unit of measure may be the same. However, if the performance indicator is a percentage, a rate of change, or some other calculation, the unit of measure should describe in detail each number needed to make the calculation. The key point in developing units of measure is that you describe the calculation needed for each performance indicator and also what data needs to be collected to make those calculations.

To develop a PMP for the CSSP project, CSSP provides the data for this and the previous column. Starting with the Data Source column below, each CSO will need to fill in the data requested based on their CSO plans and capabilities.

Data Source

In this column, describe where the data needed for the units of measurement will come from. Sources of data include primary sources such as program records, field reports, constituencies, project participants, workshops, and secondary sources when appropriate.

Below are some examples:

Units of Measure	Source of Data
Number of CSOs providing Civic Education	Project Records
Level of understanding of adult learning and comprehension of Civic Education messages.	Test or survey scores of CSO constituents in the education program that measures that level of understanding for CSO constituent group that are the target for Civic Education
Number of times your CSO knows of journalists being harassed for exercising their rights to free speech	Journalists' testimony, organizational records, staff knowledge.
Number of new local, national, or international Networks established	Project Records
Whether an organizational assessment has been carried out	Assessment report from facilitator
Number of bona fide investigative reports carried out by journalists trained by your CSO	Journalists trained by your CSO show improved ability to publish investigative reports in newspapers and journals and other media sources such as the internet

Method/Approach of Data Collection or Calculation

In this column, describe how you will gather the data from the data sources. This includes describing in detail how the data will be collected and by whom. For example, data may be collected from project participants by a survey conducted by your CSO's project department or project and monitoring managers may work from project records and monthly reports.

This section should be detailed enough so that newcomers to the project will be able to replicate the data collection and analysis methods so that their data will be consistent with previous data. This means that internal monitoring systems, survey designs, questionnaires, and other data collection tools should be attached to the PMP as they are developed so that the project/organization can maintain consistency in data collection over time.

Please consider this section carefully and make your descriptions consistent with your CSO's monitoring practices. For example, if your CSO currently does not practice making monthly reports, do not include this as a methodology for collecting information unless your CSO is serious about establishing a monthly reporting system.

Continuing our examples:

Units of Measure	Source of Data	Method/Approach of Data Collection
Number of CSOs providing Civic Education	Project Records	Quarterly Reports
Level of understanding of adult learning and comprehension of Civic Education messages	Test or survey of CSO constituents groups that are the target for Civic Education	Annual surveys held every September, pre and post tests of participants in civic education programs
Number of times your CSO knows of journalists being harassed for exercising their rights to free speech	Journalists, organizational records, staff knowledge.	Recording number of cases reported Recording in quarterly reports Semi-annual review workshop
Whether an organizational assessment has been carried out	Assessment report from facilitator	Conduct an Organizational Assessment Workshop
Number of bona fide investigative reports carried out by journalists trained by your CSO	Journalists trained by your CSO publish improved investigative reports as a result of your training	Survey journalist trained, count the number of articles they publish that actually show improved investigative skills

Data Acquisition

Data acquisition refers to the actual arrival of the data to the person who collects the data. This column is divided into two sub-columns, Scheduled Frequency and Responsible Party. Under Scheduled Frequency, indicate when and how often the data for the unit of measure will be collected. If the data is coming from routine monthly reports, indicate this. If the data will be collected annually or only periodically through the life of the project, indicate this. The data from this combined with the Method/Approach column should give you enough data to create a time line/Gantt chart for monitoring data collection.

In the Responsible Party column, indicate who will be (or is) responsible for ensuring that the data is collected. For some CSOs, this may be an organizational decision to ensure that monitoring data collection activities are consistent with staff members' job descriptions.

Analysis Use and Reporting

This column is also divided into two sub-columns, Scheduled by Management Event and Responsible Party. Under the Scheduled by Management column, indicate when your organization's management will discuss, review, and use the data. For example, some data may be used at monthly meetings by project managers, other for mid-year evaluations with senior management, and yet others at annual retreats with the entire organization. The key here is that this column is filled in to indicate when management will use the data being collected and to monitor the performance indicator.

In the Responsible Party column, indicate who will be reviewing and using the data collected. You will need to assign the person in your agency who is responsible for collecting the information for each indicator.

Conclusion

As noted above, CSSP grantees are not required to fill out and hand the PMP form back to CSSP. However, the format does ask key questions for developing monitoring plans and can be a useful tool to help your CSO develop its monitoring systems for the project and organization. The only additional suggestion for CSOs that find this tool useful is for them to transfer the scheduled activities directly into their project workplans so project implementation and monitoring are integrated into the day-to-day work of the project and organization.

SECTION 4: SEMI-ANNUAL REPORT (10 PAGES TURNED IN BY EVERY FEBRUARY 28 AND AUGUST 31)

What the Semi-Annual Report Is

When CSSP and its grantees sign a grant agreement, the grantees agrees and commits to reporting the progress and results of their projects every February and August. The data is needed during these months because you are helping the M&E specialist write the CSSP semi-annual reports, which are due every March and September. In addition, this data helps CSSP grant managers keep up to date on the grantees' projects and provides documentation of program progress.

While recognizing the importance and need for reporting, CSSP has kept the data and reports simple and straightforward. To this end, and based on the results of the first report writing workshop with their grantees, CSSP requests that the reports conform to the following characteristics:

- The report is a maximum of ten pages
- The reports are turned in on time — by February 28 and August 30 each year.
- The report describes the project's major results (Hasil) or achievements and notes major blocks or challenges. Remember, this is a ten-page report, so you want to report and briefly describe the *most important* successes and key challenges.
- The data tables and policy matrix are filled in and attached as an annex.
- The data reported is consistent with the plans and reporting requirements

In addition, the reports should be systematic, analytical, logical, focused, easy to understand, use standard language (avoid jargon), and be submitted on time.

There are a couple of items that CSOs often put in reports that are *not* necessary for CSSP. The following items *do not* have to be included in the CSSP report:

- A report summary — the reports should be short enough not to need one
- Long lists of activities — grant managers need to know only the key major activities, not subactivities
- Reporting who in the NGO is responsible for activities — this is an internal matter, and CSSP does not need to know this

Report Format

The report is divided into five sections. The basic outline for the report is:

- 1) Cover Page
 - a) Name of Project
 - b) Project Implementer
 - c) Dates of the Reporting Period
 - d) Summary of financial information
- 2) Context and Background
 - a) The situation that necessitated the program
 - b) Changes in that situation
 - c) Key Changes in the project including staff changes, project amendments, etc.
- 3) Worked Planned for this and the next Reporting Period
 - a) Update major activities accomplished
 - b) Changes in plans
 - c) Plans for the next Reporting Period
- 4) Analysis of Performance Indicators
 - a) Differences between Targets and actual Achievements
 - b) Reasons for these differences
 - c) Brief descriptions of important results
- 5) Other Achievements
 - a) Important results achieved not covered by Performance Indicators
- 6) Challenges and Solutions
 - a) Key challenges during the Reporting Period
 - b) Your CSO's resolution on those challenges
 - c) Requests for additional support from CSSP

The sections below describe what to report in each section, why the data is being requested, and who will be reading that section of the report.

Report Section 1 — Context and Background

What to report

In this section, briefly describe the situation in your area that necessitates the project your CSO is implementing. Include important national or regional events such as political, economic, or environmental changes or civil unrest. For this paragraph, you may *summarize* the background and context section of your project proposal. Note any major changes that have occurred during the last reporting period that have had an impact on your project. These changes include changes in social, political, economic, or environmental conditions. Examples of such external changes include changes in government policies/practices, economic fluctuations, riots and social violence, and floods or droughts. Also, include key internal project changes. Such changes include the loss or hiring of key project personnel, and project amendments.

If your CSO has set forth “assumptions” in its framework, you may use this section to document and describe key assumptions that did not, or are not, holding true for the project. For example, if a key assumption for your project was that civil violence would not break out, and it did, describe what happened and its impact on the project in this section.

Please keep this section very brief. Please do *not* provide general background or history leading up to the creation of the project. This longer, more detailed description should already be in the project proposal, and you do not have to repeat it here.

Why

Providing the context helps the reader understand the difficulties your CSO faces in implementing its project. This context helps the reader understand the importance of what your project is doing and the significance of its successes.

In addition, changes inside and outside the project can have a large influence on project outcome. These changes need to be documented for two reasons. First, these changes need to be known to CSSP and evaluators so that they can fairly assess the progress and results of the project. Second, if CSSP knows something about the changing situation of the project, it can work with the CSO to help it manage the changes and still achieve project success.

Who reads it

The grant managers and monitoring and evaluation (M&E) specialists should read this section. The grant managers need this information so they can work with the CSO to overcome the problems (if so requested). The M&E specialists need this information so they can explain differences in expected and actual results.

Report Section 2 — Activities for Past 6 Months and Plans for Next 6 Months

What to report

This section is designed to provide CSSP with an overview of your project’s progress. In this section describe:

- Key activities from your work plan that have been accomplished during the reporting period
- Key activities added to your work plan and why
- Key activities that were not completed according to the workplan in this reporting period but will be implemented in the next reporting period (or cancelled) and why
- Key activities scheduled for the next reporting period

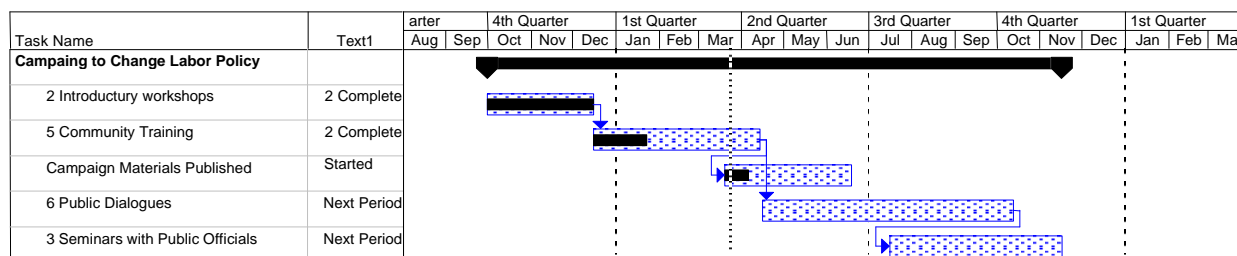
Keep in mind this is a semi-annual report summarizing the accomplishment of the past six months. At this level of reporting, you need to discuss only major activity categories, such as total number of trainings, workshops, seminars and/or meetings held, materials published, cases handled and outcome, and so forth and compare them to the project’s work plans. Sub-activities leading up to these key activities should not be described.

When comparing actual activities to the work plan, briefly discuss any differences in actual compared to planned and any changes in plans. Please be honest and analytical about reasons for these differences (both positive and negative differences), as this is an opportunity to learn from the past six months and use those learnings to improve implementation for the

next six. If plans could not be implemented on schedule due to external factors described in the first section, refer back to that section when discussing reasons for cancellations, delays, or other changes.

Your CSO may choose how it would like to present this data. It may be presented in a narrative or a combination of narrative and table. In the reporting workshop, two types of tables will be discussed. The first table is essentially a timeline of project activities that shows activities completed from the previous reporting period and activities planned for the next reporting period. Below is an example:

Activity Schedule for Reporting Periods of October 200 - March 2001 and April 2001 - September 2001



Note: The black bar in the task line represents the percentage completion of the activity

In this example, you would need to explain the delays in holding the community workshops and the effect that will have on the other activities planned. (The above chart was made with MS Project which is project management software; if your CSO makes and uses time lines in its project planning, it is highly recommended that your CSO use this software, which is designed for making time lines.)

The second method of presenting this data (discussed in the workshop) is to create a simple table of key activities. This approach may be more useful if your CSO is implementing a large number of routine activities that do not lend themselves to charting a time line. This is the case when there is a single bar across the whole timeline that tells us nothing about the plans or progress of the activity. Below is one possible way to set up such a table:

Activities and their Objectives	This Reporting Period		Next Reporting Period
	Planned	Actual	Planned
Activity - Routine Village Meetings	10	8	10
Materials Published	5	5	0
Activity - Cases Handled	100	134	115

Again, in a narrative, you will need to explain any differences between planned and actual figures.

Why

CSSP requests this data for two reasons. First, this data provides documentation to CSSP. Second, it provides a formal update to the grant managers of the progress of the CSOs grant. The grant managers can then use this data to offer assistance to individual or groups of grantees that may be experiencing difficulties.

Who reads it

CSSP's grant managers are the direct audience for this information.

Report Section 3 — Analysis of Indicators

The analysis of indicators is the heart of the report for CSSP. In this section, the CSOs are requested to document and describe the results they are achieving that are directly in line with the CSSP and USAID indicators, results, and strategies.

What to report

Early in the project, your CSO and CSSP agreed on what performance indicators and units of measure your CSO will report on. Those performance indicators make up the data table your CSO has agreed to fill in semi-annually. This section of the semi-annual report is the narrative description for your CSO's data table. Two key topics need to be discussed in this section: the differences between targeted and actual figures and major results that are important for both your CSO and CSSP in achieving its goals.

For each of your CSO's performance indicator and units of measure, use this section to document the differences between the targets and achieved in the unit of measure rows of the data table and then discuss the reasons for any differences. These discussions should be brief, describing only major reasons for over- or under-achievement of the targets. If any of the factors described in the first section of the report (background and context) have had an impact on project achievement, please refer back to them.

After describing the differences between targets and achievement, discuss any major successes or breakthroughs related to the performance indicator being discussed. The goal here is to show why the numbers in the data table are important. In this discussion focus on results that show either an increase in government institution's responsiveness and effectiveness and/or an increase in citizen participation in government. For example, holding trainings is not important *unless those trained actually use their new skills and get involved*; therefore, in this section, you want to show that your CSO's trainees are using their trainings to influence good government and how this is having a positive effect in their communities. *In short, this discussion is the opportunity for your CSO to document its effectiveness.*

For more details on what to discuss in this section, check back to the definition of indicators and unit of measures section above (Section 2).

Why

The main reason for this section is that numbers do not tell the whole story. Although numbers are useful, they do not answer the "so what" question. CSSP needs to know the number of organizations and activities supported, the number of people reached, and how that support has made government institutions more responsive and effective, increased citizen participation in government, and ultimately deepened and sustained democratic reforms.

Who reads it

The M&E specialist will take this section from each of the CSOs and condense the critical information regarding targets met and success achieved for inclusion in the CSSP semi-annual report. The CSSP directors and USAID/CPT management read the CSSP semi-annual report.

Report Section 4 — Other Achievements

What to Report

This section is where to report achievements and results achieved by your CSOs project that do not fit in any of the performance indicator categories. If the CSO and CSSP has agreed to objectives and activities not directly associated with a CSSP Performance Indicator, project results and successes should be reported in this section. Also, if CSOs observe unexpected results (both positive and negative) that do not fit into the performance indicators, such impacts should be reported here. (For example: one result of a project working with local women who went to Malaysia as maids was that after bringing them together to discuss their situation, the women on their own initiative set up small economic self help projects.)

In general, for the CSO, this section provides the opportunity to report results that they feel are important and CSSP should know, or be aware of, and are not reported elsewhere. For CSSP, this section is an opportunity to learn about and document results from the projects they support, even though those results are separate from the performance indicators the CSOs have agreed to report on.

Why

Many of the grant agreements are compromises between CSSP and the CSO that contain some goals and activities that are not directly related to the performance indicators of CSSP. In addition, as the projects progress, the CSOs may achieve unexpected results that are important, but again, do not fit directly with the performance indicators for CSSP. The CSOs have asked for an opportunity to report such data, and CSSP has agreed to accept such data in order to have the most complete information about the projects they support.

Who reads it

The grant managers and M&E specialist will read this section.

Report Section 5 — Challenges and Solutions

What to report

The last section of the narrative report is a description of challenges facing the program and solutions the CSO is developing to overcome those challenges. In this section, CSSP requests the CSOs to briefly describe the main challenges facing them for the next reporting period and how they plan to deal with those challenges. If challenges facing the project for the upcoming reporting period are drawn from all previous sections of the report, there is no need to describe them in detail again. Simply refer the reader to the section where that challenge was discussed. In describing solutions or how your CSO is managing the challenge, please point out any changes (additions, cancellations, postponements) that have been made (or are needed) to the project work plans and schedules. Also, this is the section to request support from CSSP. If your CSO would like to request training, consultation, or any other form of support from CSSP, include those requests in this section.

Why

This section keeps the grant managers up to date on your CSO's plans for the upcoming reporting period and allows them to begin planning CSSP's support activities for the next six months.

Who reads it

The grant managers are the main audience for this section; they will work with the training specialists in organizing any support requested by the grantees.

Report Annexes*What to report*

The only annexes required for the report are the performance indicator data tables and the policy matrix (described below). Other than these two documents, the annexes should be kept as short as possible. If a CSO so chooses, it may place the timelines or table of activities targeted, completed, and planned in the annexes, so long as they are fully discussed in the body of the report. Otherwise, CSSP does not require or want more supporting documentation. However, if the CSO has documentation of one (or two, at the most) major success, it may add that documentation to the report.

Why

CSSP wants to keep the annexes brief to save the CSOs the time and effort in compiling them and themselves the time of reading too much material. In the past, at least one grantee (in this case an international NGO) turned in a report with more than 70 pages of annexes. The CSSP staff does not have the time, and truthfully, the interest to read that much documentation.

Who reads it

The M&E specialist will read the data tables and policy matrices and combine them into CSSP's semi-annual report, which will then be read by CSSP and USAID management. The grant managers will read any time lines or activity tables attached as annexes. All other material will only be read by people who are interested and have the time.

SECTION 5: POLICY MATRIX

What the Policy Matrix Is

The final form CSSP requests its grantees to fill in is a Policy Matrix. This matrix is designed to help the CSOs and CSSP plan and monitor their efforts to improve policy, bring about legal reform, and develop and introduce new uses of media.

The policy matrix is a table that helps CSOs and CSSP track campaign progress by defining campaign goals, identifying key partners and stakeholders, and measuring progress toward achieving those goals. Planning is supported by breaking down campaigns into three basic phases and then planning the campaign's progress through each phase. Monitoring the campaign is supported by measuring the process of the campaign through each phase.

CSSP has identified three major areas in which they request data using this form. These three areas are campaigns designed to influence policy, influence legal reform, and introduce and spread the use of new media.

Campaigns designed to influence/change policy are campaigns that are targeted toward changing the rules and regulations of government branches, departments, and agencies. These are policy and regulatory decisions that can be made without approval of a DPR. Examples include:

- A decision by a governor not to allow children working on fishing platforms.
- A decision by the local government to prosecute plantations and logging firms responsible for setting fires to their concessions.
- A decision by the Presidents Office not to import luxury cars for the APEC meeting.

Campaigns designed to reform the legal systems are campaigns targeted toward changing laws and/or the constitution. These are laws and policies that need to be passed by a DPR (at any level). Examples include:

- Campaign to amend the constitution to allow for direct election of the President
- Campaign to create election laws to provide for direct election of MPR/DPR members
- Campaign to amend forest protection laws so that companies are responsible for forest fires on their concessions

Campaigns designed to introduce and spread the use of new media are targeted toward gaining the acceptance of new or breakthrough uses of media. Examples include:

- A database accessible via the Internet that provides reliable information on human rights abuses.
- New programming that allows citizens to voice public opinion over traditional media channels (television, radio), where there were no programs before.

CSSP requests that its grantees complete a separate policy matrix for the campaigns your CSO is implementing that fall under each of these categories.

Policy Matrix Format

Working with your grant manager, determine where the campaigns your CSO is implementing fall under the three categories described above (base this decision on the project work plans). Once this is done, prepare a policy matrix for each category. Note: a single category may include more than one campaign or no campaigns, depending on your CSO's project work plans.

Below is a model policy matrix as presented by the Monitoring and Evaluation Officer.

Priorities for Policy Reform	Partners	Stage of Progress	Progress on a Scale of 1 -5						Observations and Comments
			Jan - Jun 2001		July - Dec 2001		Jan - Jun 2001		
			T	A	T	A	T	A	
Policy 1	List of Partners	Stage 1							
		Stage 2							
		Stage 3					1		

T=Target: A=Actual

As shown above, the policy matrix is made up of four columns: 1) Priority Policy/Legal/Media Reforms, 2) Partners and Key Stakeholders, 3) Operational Vision, and 4) Observations.

In the first column entitled Priority Policy/Legal/Media Reforms, list the names of the laws/policies/media your CSO wants to change in their order of priority with the most important one first. Entering the name is enough; however, you may also enter a brief description of the change you want to make, that is, the goal of the campaign.

In the second column, enter the list of main partners you will be working with during the campaign. This should include the government departments involved or targeted by the campaign, other CSOs, and other networks.

The third column is broken up into three rows — one row for each phase of a campaign — time period columns (these could be reporting periods), and columns for targets and actual achievements.

For the purpose of the policy matrix, all policy and legal reform campaigns are broken down into three stages, Stage 1 - Policy Review, Stage 2 -Policy Writing, and Stage 3 - Policy Implementation.

Phases for Policy and Legal Reform Campaigns

Definition	Start of Phase	End of Phase	Possible Activities During this Stage
Phase I - Policy Review: Identifying the problem, mobilizing partners and stakeholders, and deciding to commit to changing policy	This stage begins when the CSO decides to target a policy for change.	This stage ends when the CSO and its partners commit to writing a new policy or law.	Problem identification, publicizing the issue, setting up a task force or work group, conducting a policy review, gaining allies
Phase II - Policy Writing: Proposing policy changes and gaining approval of new or reformed policy	This stage commences with this decision to rewrite a policy	This stage ends when that policy is officially adopted as a regulation or law	Policy writing, socialization, gaining public support for the change, and lobbying.
Phase III - Implementation: Ensuring the new policy is followed and enforced.	This stage begins when the new policy is enacted by a government body	This stage ends when the new policy is followed and/or enforced as a matter of course	Socialization of new policy/law, public education, public monitoring, and legal challenges

During the planning phase of the project, the CSOs should estimate how much they expect to complete for each stage for that reporting period and enter that estimate in the target boxes of the matrix. This estimate can be measured on a scale of one (1) to five (5), with “1” meaning newly initiated and “5” meaning complete. Each CSO is asked to provide their own estimation of their progress on this scale. As the project progresses, the actual level (from 1 - 5) can be entered into the actual box at the end of each reporting period.

The final column of the policy matrix is reserved for observations and comments. This box can be used to note major achievements the campaign has achieved so far and/or major blocks the campaign is currently facing.

Below is a model of the policy matrix as presented by the Monitoring and Evaluation Officer.

Priorities for Policy Reform	Partners	Stage of Progress	Progress on a Scale of 1 -5						Observations and Comments
			Sep - Feb 2001		Mar - Aug 2001		Sep - Aug 2002		
			T	A	T	A	T	A	
Law number 4/2000 amending Law number 2/1999	1.CETRO 2.IFES 3.USAID	Stage 1	5	5					This law passed but Election Commission failed to issue appropriate amendments
		Stage 2	3	3	5				
		Stage 3			1		3		

T=Target: A=Actual

In this example, the target boxes for Policy Goal have been filled in to indicate that the CSO expected to complete the policy review stage at the end of the first reporting period and expects to complete the second stage by the end of the second reporting period. It plans to be half way through the third stage by the end of the third reporting period. The numbers in the achieved box in the first reporting period show that this campaign is on schedule.

If your CSO is implementing a campaign to introduce and spread the use of new media, the stages you should use are defined below:

Phases for New Media Development Campaigns

Definition	Start of Phase	End of Phase	Possible Activities During this Stage
Phase I - Development of New Technology : Identifying problem and developing new technology to overcome that problem (for example development of database accessible from internet)	This stage begins when the CSO decides to initiate the program.	This stage ends when the CSO and its partners have developed the technology to the point it is ready to be used by its target group	Problem identification, publicizing the issue, setting up a task force or work group, data base development, development of technology
Phase II - Training : Training those groups or individuals that will use the new media or technology.	This stage commences with this decision to develop end user training programs	This stage ends when enough users are trained to begin wide spread use of the new technology.	Training need's assessments, training programs, training follow up.
Phase III - Implementation : Putting the new media or technology to use.	This stage begins when the new media is made available to its users and the public	This stage ends when end users and public use the new media routinely.	Socialization of new media, marketing of new media, debugging of new media,

Just as measuring the progress of policy/legal reform campaigns, the CSO should estimate how much of each stage it expects to complete for each reporting period and enter that estimate in the target boxes of the matrix. For simplicity sake, this estimate can be measured on a scale of one (1) to five (5), with “1” meaning newly initiated and “5” meaning complete. Each CSO is asked for their own estimation of their progress on this scale. As the project progresses, the actual level (from 1 - 5) can be entered into the Actual box at the end of each reporting period.

Filling out the Policy Matrix for all three types of “campaigns” is the same. The only difference is that campaigns designed to develop and extend new types of media will use a slightly different “scale of progress” than policy or legal reform campaigns.

Who Will Read the Policy Matrix

Both the grant managers and the M&E specialist will read the policy matrix. The grant managers will use the data in the policy matrix to keep up to date with the progress of their grantees. The M&E specialists will compile and condense the data from the policy matrix and include that data in the CSSP and USAID semi-annual reports, which are read by the CSSP and USAID management.

Conclusion

CSSP has tried to make its reporting system as simple and straightforward as possible while still collecting all of the data it needs to manage the project and report to USAID. We hope that we have succeeded to a large extent. CSSP requests your CSO to submit only the following at the end of each February and September:

- A completed data table
- A ten-page narrative that briefly describes the project's background and context, major activities completed and planned, performance indicators met or not met and their importance, challenges the project is facing for the next six months, and requests for support from CSSP
- A completed policy matrix for all policy, legal, and media campaigns your CSO is implementing

CSSP hopes that this manual helps you and your CSO in reporting this information and data. If you have any questions, please do not hesitate to contact your grant manager or the M&E specialist.

ANNEX A: DEFINITIONS OF PERFORMANCE INDICATORS AND UNITS OF MEASURE

Introduction

This section describes the heart of the CSSP reporting system, the Performance Indicators and Units of Measure. We hope the layout is straightforward and simple. For each of CSSP's 16 Performance Indicators, we will:

1. Define and explain each Performance Indicator that CSSP tracks
2. Define each Unit of Measure for the Performance Indicator
3. And for each Unit of Measure:
 - Explain what is being counted
 - How to fill out the row in the Data table
 - Explain what this data will tell CSSP
 - And, briefly describe how to report on the Unit of Measure in the body of the narrative report.

This section can help your CSO in a number of ways. First, it can help your CSO choose which Performance Indicators and Unit of Measure your CSO will report to CSSP by checking the definitions and data requirements against your CSO's work plan and current monitoring system.

Second it can help your CSO prepare the PMP by explaining in detail what data your CSO will need to collect to report to CSSP.

Third, this section can help your CSO complete the Data Table at the beginning of the project when it sets targets, and during the project as it reports results as it explains how to set targets and record achievements.

Finally, this section can help your CSO prepare your progress reports by describing what information should be written up in the body of the report.

Performance Indicator 1: Strengthening CSO Advocacy and Analysis Skills

Explanation:

At the end of the project, the CSSP hopes to see an both increase in advocacy campaigns and campaigns which are successful in the areas of human rights, environment, land rights, women's issues, and independent media. The program also hopes to see an increase in research as a tool for advocacy and improved quality and increased quantity of analysis used to develop and promote these campaigns.

Unit of Measure: Number of Advocacy Campaign Activities Initiated by your CSO using USAID funds.

What is being counted in the data table

This unit of measure records the number of campaign activities your CSO has implemented during the last reporting period. Campaign activities include-

- Research and studies
- Policy Reviews
- Conferences
- Seminars
- Dialogues and meetings
- Talk shows
- Publications (leaflets, posters, books, etc)
- Demonstrations
- Other campaign activities

How to complete the data table

If your CSO is planning to implement any campaigns under its grant, count up the number of activities planned for each reporting period from your work plan, and enter the totals in the Target box for each reporting period.

At the end of each reporting period during project implementation, count up the number of campaign activities actually completed and enter that number in the “Achieved” box for that reporting period.

What this tells CSSP

Aside from telling CSSP the number of campaign activities its grantees have implemented, Changes in this number over the life of the project tells CSSP if its grantees are increasing, decreasing, or maintaining the number of campaign activities over the life of the project.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, point out any differences between the targeted number of activities and actual number of activities achieved. Briefly describe the reasons for any differences and be sure to point out any major external or internal factors that are helping or hindering the implementation of campaign activities.

In this section of the report, you do not need to discuss the progress your campaigns towards legal or policy reform are making. This information will be captured in the Policy Matrix (see section 5 of this manual)

Unit of Measure: Number of successful advocacy campaigns initiated by your CSO using USAID Funds.

What is being counted in the data table

This Unit of Measure records the number of *successful* campaigns completed by your CSO. Your CSO determines the whether a campaign has been successful and has met its goals or not.

How to complete the data table

If any of the campaigns being implemented by your CSO are scheduled to be completed within the grant period, indicate this by placing the total number of campaigns planned to be completed in the Target box of the appropriate reporting period. If your CSO is working on a long-term campaign that is not expected to be completed during the life of your grant, do not include that campaign as a target for this indicator. This means, for example, that if none of the campaigns being funded by CSSP are expected to be completed within the life of the grant, then all of the Target boxes will be left empty. This is O.K. as this unit of measure is not designed to monitor on going campaigns, but campaign successes. -- See policy matrix.

In the progress reports, indicate the number of successful campaigns funded by CSSP completed during the previous reporting period. These could be campaigns scheduled to be completed during the reporting period or other campaigns that unexpectedly achieved success. The point here is to report all successful campaigns. Remember, your CSO determines whether a campaign has been successful.

What this tells CSSP

This unit of measure tells CSSP the total number of successful advocacy campaigns implemented by its grantees as well as increases and decreases in the success rate of campaigns managed by the CSOs.

What to discuss in the Analysis of Indicator section of the report

If in your work plans you have scheduled a completion date and set a target for a campaign, in the reporting period the campaign was scheduled to be completed, point out whether that target has been met or not. If the target was not met, briefly explain the reasons.

If the target has been met, briefly describe how the campaign has contributed to achieving the intermediate indicators and so deepened and sustained democratic reform. In other words, point out the major successes of the campaign such as the decision of an important official, changes in the implementation of law or policy and why those changes are important. Finally, point out any major success or failure factors that affected the campaign.

Unit of Measure: Number of campaigns above which address women and children's needs

What is being counted in the data table

USAID requires that data on programs aimed at addressing the needs of women and children be reported specifically. This unit of measure meets that requirement by documenting the number of ongoing advocacy campaigns on behalf of women and children and their specific needs.

How to complete the data table

If your CSO is planning any advocacy campaigns specifically addressing the needs of women and children, indicate the number of such campaigns being conducted during each reporting period in the Target boxes of the data table. As the project progresses, indicate the actual number of campaigns implemented by your CSO during the previous reporting period in the Achievement boxes.

This data should not be separated from the previous two Units of Measure this is simply disaggregating the first unit of measure, number of campaigns, by type. In other words, include campaign activities for Women/Children oriented campaigns in the first Unit of Measure. Also, if your campaign on women and children issues was successful, include it in the second Unit of Measure. And finally, count that campaign again in the number of Women/Children campaigns in this Unit of Measure.

What this tells CSSP

This data tells CSSP the total number of campaigns addressing Women's and Children's issues being supported by the program, the percentage of CSO implementing such campaigns, and any increase or decrease over the life of the project of such campaigns.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, note any differences between number of advocacy campaigns for women or children planned and targeted and number of campaigns actually implemented. Discuss any reasons for any differences.

If the campaigns have made any major breakthroughs or achieved important results that have not been described under the preceding Units of Measure, briefly describe them here.

Performance Indicator 2: Strengthening Civic Education Programs

Explanation:

By the end of the project, CSSP hopes to see a greater number of improved Civic Education Programs, including but not limited to adult education and school programs.

Unit of Measure: Number of CSO offering civic education program.

What is being counted in the data table

This unit of measure collects data on the **number of CSOs** offering Civic Education Programs. It is important to note that this Unit of Measure is **not** collecting data on the number of Civic Education Activities – only the number of programs.

How to complete the data table

If your CSO is planning to implement Civic Education Programs or support (by funding, technical assistance, organizing, etc.) other CSOs or groups to conduct Civic Education Programs, indicate the total number of all programs in the Target box (including those that address gender issues) that will be running for each reporting period of your grant. For example, if your CSO is implementing a Civic Education Program but is not supporting another group to implement one, enter a "1" in each reporting period in which your CSO will be implementing that program.

As the project progresses, indicate the total number of CSOs (your CSO plus the CSOs and other groups you are supporting) actually implementing Civic Education programs during the previous reporting period.

What this tells CSSP

This data will tell CSSP the number of grantees implementing Civic Education Programs. The percentage of grantees implementing Civic Education Programs, and any decrease or increase in the number of Civic Education Programs implemented.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, compare the target with the actual number of CSO implementing Civic Education Programs and explain any differences in the numbers. *Briefly* describe any major successes, including successes that show increased or more effective citizen participation in government, from any of these programs.

Unit of Measure: Number of CSOs offering civic education activities that address gender issues.

What is being counted in the data table

This Unit of Measure counts the number of CSOs providing Civic Education that addresses gender issues.

How to complete the data table

The previous Unit of Measure collects data on all CSOs providing Civic Education Programs. If any of those CSOs plan to provide Civic Education Activities (these can be modules within a more general program) that specifically address gender issues, record the number of those CSOs in the Target boxes. As the project progresses, record the number of CSOs that actually implement Civic Education Activities that address gender issues.

What this tells CSSP

This data tells CSSP the number and percentage of CSOs that explicitly address gender issues in their Civic Education Programs.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, compare the target with the actual number of CSO implementing Civic Education Activities addressing gender issues and explain any differences in the numbers. Also, briefly describe any major breakthroughs that improve/defend the position of women and children, achieved by these CSOs.

Unit of Measure: Level of understanding of civic education message.

What is being counted in the data table

This unit of measure is designed to capture the how much the participants of your CSO's or sub-grantees Civic Education Programs understand and remember the message(s) that these programs were trying to impart.

How to complete the data table

This data is best collected through a survey. You can also do a pre and post test of participant's level of understanding of the message you are going to deliver. If you opt to do a survey that needs to be included in your work plan and budgeted for. If your CSO has not planned and budgeted any survey work or cannot do a pre and post test to measure the level of understanding of participants in the Civic Education Program, leave these rows blank.

If your CSO plans to do a pre- and post-test, you must write that to match the curriculum you are providing to accurately capture the level of understanding of the message. Record the averages of the civic education pre and post-tests in the data table.

If your CSO has planned and budgeted for a survey to evaluate the Civic Education Programs it is implementing or supporting, indicate the targeted level of understanding in the target box during the appropriate reporting period. Having at least a rough draft of the survey instrument early in the program would make setting these targets easier.

As the project progresses, either always administer pre and post tests or implement the survey during the appropriate reporting period and report the results in the Achieved box.

What this tells CSSP

This data will tell both CSSP and your CSO how effective your Civil Education Programs are. Low scores here are simply data that tell you that the methodology and/or process of your Civic Education Program need to be evaluated and improved.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, compare the targeted results with the actual results and discuss any reasons for any differences. In addition, if you have recognized any results due to any improved understanding (such as greater number of constituents meeting with government officials or greater number of constituents seeking assistance or redress from the government) describe them here -- but you do not need to repeat these results if you have already discussed them under a previous Unit of Measure.

Performance Indicator 3: Enhancing CSO Constituency and Coalition Building

Explanation:

At the end of the program, CSSP hopes to see both stronger more effective networks among CSOs at the local, national and international levels and stronger constituencies working to sustain and deepen democratic reform. This means increasing CSOs use of networks at all levels and increasing the participation of constituencies in the work of the CSO and networks.

Unit of Measure: Number of local chapters or affiliates established by your CSO or sub-grantees.

What is being counted in the data table

This unit of measure counts the number of local chapters or affiliates established by the CSO during the life of the project.

How to complete the data table

If your CSO's work plans call for establishing local chapters or affiliates, place the number of chapters/affiliates that are planned to be established during each reporting period in the Target box of the data table.

As the project progresses, place the number of chapters/affiliates actually established, up and running, during the previous reporting period.

What this tells CSSP

This data tells CSSP the overall number of new CSO chapters or affiliates created and indicates a broadening of the reach of CSSP subgrantees.

What to discuss in the Analysis of Indicator section of the report

In this section, note any differences between Targets and Achievements and explain the reasons for the differences.

As the project progresses, briefly describe any *major* successes in broadening or sustaining of Democratic reforms achieved by the chapters/affiliates.

Unit of Measure: Number of Networks that your CSO/Sub-grantees is using at local, regional, national, and international levels.

What is being counted in the data table

This Unit of Measure records the number of networks your CSO and sub-grantees are actively working with in implementing the project.

How to complete the data table

Based on your workplans, determine the number of networks your CSO plans to work with during each reporting period and enter that number in the Target box. This means the total number of networks you will be working with in each reporting period. As the work progresses, record the number of Networks you actually work with during each reporting period. Enter that number in the Achieved box.

What this tells CSSP

This data tells CSSP about the “connectedness” of each CSO grantee and of the overall CSSP program. This data may also tell CSSP the decrease or increase in the use of networks during the life of the project.

What to discuss in the Analysis of Indicator section of the report

In this section, note any differences between Targets and Achievements and explain the reasons for the differences.

Note any major support your CSO has received from its participation in networks.

Unit of Measure: Number (or percentage) of your CSO's/Sub-grantees constituencies which are involved in the programs of your CSO/sub-grantees.

What is being counted in the data table

This Unit of Measure is measuring the level of Constituency participation in your CSOs programs.

How to complete the data table

The simplest way to fill out this Unit of Measure is to estimate from your work plans the number of constituents that will participate in your programs during each reporting period of your project and enter that number in the Target boxes. Project participants include, among others, constituent participants in workshops, seminars, and meetings, constituents who provide active support to your CSO's work either as volunteers or staff members, and

constituents who approach your CSO for assistance or help. If you do not have historic records to help you make estimates, make the best estimate you can. As the project progresses, you may adjust your targets if your initial estimates are way off.

If you know the base number of total constituents, you can estimate this data by dividing the number of constituents participating in the program by the total number of constituents in your area of operations.

As the project progresses, record the number of constituents that participate in your program during each reporting. Enter that number or the percentage (if that is the method you have chosen) in the Achieved box.

What this tells CSSP

This data will tell CSSP the total number of participants directly participating in its grantees programs. Also changes in the number of participating constituents will show if the CSOs are broadening their reach or not. It is important to note here while the CSOs should be working to increase the participation of their constituents in their programs, they should be careful not to over-extend themselves. If a CSO does not have the capacity to expand its services to its constituents, this should be taken into account when setting targets and reporting achievements.

What to discuss in the Analysis of Indicator section of the report

In this section, note any differences between Targets and Achievements and explain the reasons for the differences.

As the project progresses, describe any *major* changes in number of constituents served and the impact this is having on achieving project goals.

Performance Indicator 4: Strengthening CSOs Institutional Capacity

Explanation:

At the end of the program, CSSP hopes to see CSOs and their sub-grantees with improved capacities in program management, administration, and planning.

Unit of Measure: Whether an Organizational Assessment has been carried out (yes or no).

What is being counted in the data table

CSSP will measure changes in organizational development by providing to willing CSOs a three to four day workshop to assess themselves using the Institutional Development Framework (IDF). The IDF asks the CSO to score itself on a number of organizational development variables and eventually produce a score of between 0 and 5 indicating the CSO members perception of the organization's level of organizational development. That final score is confidential and belongs to the CSO. In this unit of measure, **CSSP is not asking you to report the score.** CSSP is asking you to report if your CSO has participated in an organizational self-assessment.

How to complete the data table

If organizational assessments are included in your CSO project's work plans, indicate that with a "yes" in the Target boxes in the appropriate reporting periods. Ideally, such

organizational assessments should be spaced at a minimum of one year intervals; however if your project is more than nine months and less than a year, two assessments may be scheduled to attempt to measure changes.

What this tells CSSP

This unit of measure tells CSSP the number of CSOs that have completed an organizational self-assessment workshop.

What to discuss in the Analysis of Indicator section of the report

Point out and discuss the reason for any differences between targeted implementation of an organizational assessment and the actual implementation of an organizational assessment.

In addition, recognizing that the results of the organizational assessment are private, your CSO may choose to reveal *key* results (CSSP does not want, nor do you want to write, a list of the complete results), either the strengths or the organization or the weaknesses. If weaknesses are revealed, discuss how your CSO plans to (or already has) strengthen them, including any requests for support from CSSP.

Unit of Measure: Change in institutional capacity score measured by an institutional assessment.

What is being counted in the data table

This Unit of Measure records only the **change** in the organizational assessment score. Remember, the results of the organizational assessment are confidential, and your CSO does not have to report them to CSSP. However, CSSP would like to document changes in the score from one assessment to the next.

How to complete the data table

Leave the target boxes blank. Setting targets for organizational assessments is too likely to influence the scores. When a second or third organizational assessment is completed, fill in the Achieved box with the difference of the latest organizational assessment score and the previous organizational score. If the results of the follow up organizational assessment are greater than the previous assessment, the number in this box will be positive. If the results are less, the number in the box will be negative. Be sure that the same tool (in this case IDF) is used for all assessments.

What this tells CSSP

This Unit of Measure indicates to CSSP the improvement in organizational capacity of the CSO.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, discuss the changes in the organizational assessment results. This includes *key* improvements or lack of improvements in organizational capacity measures identified by the organizational assessment. Also, experience has shown that it is not unusual for IDF scores to drop as organizations become comfortable using the tool. If this happens, discuss in what areas reassessments have been made, and describe any real changes, both positive and negative. Be sure to summarize the groups' consensus from the workshop on whether your CSO has actually improved its capacity, lost capacity, or remained the same.

Performance Indicator 5: Strengthening CSO financial sustainability

Explanation:

At the end of the program, CSSP hopes to see CSOs and their sub-grantees with a greater degree of financial independence. This includes both reducing the percentage of USAID funds in the total budget of your CSO and a demonstrated increase in the capability of your CSO to attract and contract funding from other sources (including other foreign donors).

Unit of Measure: Percentage of funding coming from USAID.

What is being counted in the data table

This Unit of Measure tracks the total percentage of USAID funding in your CSO's total budget.

How to complete the data table

Based on the entire program plans and the total budget of your organization, estimate what percentage of your funding will come from USAID for each reporting period of your project. If you are currently receiving a low percentage of your overall budget from USAID or have not planned any specific activities to reduce your CSO's dependence on USAID, place the actual percentages in the Target boxes of this Unit of Measure. In these cases, there will not be any change from reporting period to reporting period.

If your CSO is planning activities (such as training and fund raising), estimate when those efforts may result in receiving grants or donations and how much. In the Target box for the appropriate reporting period, put in the percentage of USAID funding for the total budget after these grants or donations are received.

This exercise may seem difficult given the difficulty and unpredictable nature of fund raising. This is O.K. The CSSP will not be holding you to the estimates. By putting in targets, your CSO is demonstrating that it is planning its financial future; if it meets those targets it is demonstrating its capacity in fund raising. If it does not meet those targets, then it has the opportunity, along with CSSP support, to evaluate and improve its fund raising. As the program progresses, record the actual percentage of USAID funding for the organization for each reporting period.

What this tells CSSP

This data will tell CSSP the number of grantees which are developing financial independence and reducing (or have already reduced) their reliance on USAID funding.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, note any differences between the target and actual level of organizational funding support from USAID. Describe any important success or failure factors for your fund raising efforts.

Unit of Measure: Whether the CSO has received USAID Grant Worthiness Acceptance.

What is being counted in the data table

USAID has a number of financial criteria a CSO (or NGO for that matter) needs to meet before it may provide funding to that CSO. This Unit of Measure records when your CSO receives USAID Grant Worthiness Acceptance and is able to apply for USAID grants.

How to complete the data table

Receiving Grant Worthiness Acceptance requires an inspection from USAID finance staff. If your CSO is planning to apply for USAID Grant Worthiness Acceptance, indicate in what reporting period that inspection will take place and place “yes” in the appropriate Target box.

After your CSO has received Grant Worthiness Acceptance, place a “yes” in the Achieved box in the appropriate reporting period.

What this tells CSSP

This data tells CSSP the number of grantees who have or have not developed financial and accounting systems that meet USAID requirements.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, note any differences between the plans to receive Grant Worthiness Approval and the actual achievement of USAID approval. If your CSO is having difficulties in getting approval, be sure to mention this in the last section of the report and request CSSP assistance.

Performance Indicator 6: Creating more effective independent and representative legislatures

Explanation:

At the end of the program, CSSP would like to see local citizens having confidence that their local legislatures are representing their interests in a fair, balanced, and constructive manner.

Unit of Measure: What percentage of citizens in your area have confidence in their local legislature.

What is being counted in the data table

This Unit of Measure measures the level of confidence of the local people in their local legislatures (DPRD I and DPRD II).

How to complete the data table

This data requires at least one public survey to collect. If your CSO has not included such a survey in its project plans and budget, leave these columns blank. If your CSO has planned one or more surveys, at a minimum, enter a yes in the appropriate Target box. If your CSO can estimate a percentage of citizens that have confidence in their local government, enter this in the appropriate target box.

What this tells CSSP

If one survey is completed, this data will tell CSSP (and your CSO) whether or not the citizens in your area have low or high confidence in their local legislatures.

If more than one survey is completed, the data will tell us to what extent people are gaining or losing confidence in Indonesia’s democratic institutions.

What to discuss in the Analysis of Indicator section of the report

In this section, discuss any delays or postponements in implementing the survey. Once the survey has been completed, briefly discuss the key results and what those results mean for sustaining and deepening democratic reforms.

Performance Indicator 7: Support informed public debate on and involvement in constitutional reform, and the proper use of the law

Explanation:

At the end of the program, CSSP hopes to see a widely supported agenda for legal reform and increasing citizen awareness of the issues relating to legal reform. To this end, CSSP is supporting CSOs that promote public engagement in the legal reform process and increase CSO and citizen participation in monitoring the law and ensuring that it is properly applied.

Unit of Measure: Number of items of law reform identified by our CSO.

In this row, note down the number of legal reforms your CSO is working on. To do this, count the number of regulations, policies, and laws your CSO is trying to implement or change. This number will most likely remain constant during the life of the project unless your CSO adds, cancels, or fully completes a campaign.

What is being counted in the data table

This unit of measure counts the number of legal reforms identified by your CSO. In this case, Legal Reforms means changes in existing or new regulations, proclamations, and laws. If your CSO is working on projects designed to get existing laws followed or enforced fairly, do not count that work here.

How to complete the data table

Review the goals and objectives of your project and count up how many regulations, policies, or laws your program is working to amend or enact during each reporting period of the project. Enter those numbers in the target boxes for each reporting period.

As your project progresses, track the number of regulations, policies, and laws your project actually worked on to amend or enact. Enter this number in the Achieved box.

What this tells CSSP

This data tells CSSP the total number of laws, regulations, and policies that the CSSP grantees are trying to influence. Changes over time in this data will indicate of the CSSP grantees' efforts to influence law reform is increasing, decreasing, or remaining steady.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, discuss the differences between targeted and actual number of law reforms your CSO has addressed. Note any major advances in achieving any of the reforms your CSO is seeking and discuss the importance of those advances.

Unit of Measure: Number of interactions between your CSO and the public on law and legal reform.

What is being counted in the data table

This Unit of Measure is counting the number of times your CSO meets with the public to discuss laws and legal reforms outside of any formal campaign (in other words, if your CSO is implementing campaigns, do not count campaign activities here). Such interactions include workshops, seminars, trainings, meetings, radio shows and other forms of interaction.

How to complete the data table

Review your project plans down to the activity level. Total up the number of planned meetings between your CSO and the public (including your constituents) and enter the number of activities in the Target box for each reporting period.

As the project progresses, keep track of the actual number of interactions between your CSO and the public and enter that number in the Achieved box for the appropriate reporting period.

What this tells CSSP

This data tells CSSP how often its grantees, as a group and individually, are interacting with the public.

What to discuss in the Analysis of Indicator section of the report

In this section of the report discuss any differences between the planned and actual number of interactions with the public on the topic of law and legal reform and explain any differences. Also, note any successes or breakthroughs that this interaction has supported and discuss why they are important.

Unit of Measure: Number of legal reforms taken place as a result of your CSO's work.

What is being counted in the data table

This Unit of Measure counts the number of times your CSOs efforts have contributed to the enactment and/or adoption of a new regulation, decree, or law. These include new policies rules, and laws made or adopted by government ministries, governor's offices, DPRs, and other national and local government agencies.

How to complete the data table

Reviewing your project plans, if during the life of the project, your CSO estimates that a new policy, regulation, or law will be adopted/enacted, indicate that by placing the number in the Target box of the appropriate reporting period. If you feel that it is not possible to predict if and when a desired reform will be adopted, leave this column blank.

As the project progresses, track the number of reforms adopted by the government agencies and departments your CSO is working with. Remember, here we mean new rules, regulations and laws. Enter that number in the Achieved box for the appropriate reporting period.

What this tells CSSP

This data provides CSSP with the total number of successful reforms supported by its grantees, and overtime will indicate if the number of reforms is increasing, declining, or remaining steady.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, point out any differences between the planned (if any) and achieved number of reforms. More importantly, describe any reforms that are made and their importance to your constituencies.

Performance Indicator 8: Supporting participatory decentralization*Explanation:*

At the end of the program, CSSP hopes that both CSOs and citizens have the ability to improve local governance by working with, advising, and monitoring local governments (Provincial Governors and their offices, DPRD I and II, and provincial and regional offices of government ministries and departments) so that these bodies are responsible, effective and accountable.

Unit of Measure: Number of local government decisions demonstrably influenced by local citizens or your CSO.

What is being counted in the data table

This Unit of Measure counts the number of times a government body or agency makes a decision to apply a current rule/regulation/law in a fair and equitable manner that takes into account the interests of the community - not just the interest of the economically or politically powerful.

How to complete the data table

Review your CSO's project work plan to determine the number of cases or campaigns that have the goal of influencing a local government decision and the estimated schedule for when those decisions will be made. Enter the number of such decisions in the Target box for the appropriate reporting period. If your CSO is working to influence or overturn decisions for which it is impossible to estimate a date for that decision, do not include those cases/campaigns in the Target row.

As the project progresses, track the number of positive decisions made by government agencies that your project influenced. Enter that number in the Achievement box for the appropriate reporting period. If you have not set targets but do achieve an unexpected success, be sure to count that success in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the total number of positive decisions made by local government agencies during the life of the project. The data, over time, will also indicate if more or less positive decisions are being made.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets, point out any differences between the targets and actual achievements and briefly discuss the reasons. More importantly, discuss key government decisions made that support the community and the importance of those decisions.

Unit of Measure: Number of local legislature laws or regulations passed after full consultation with citizens or your CSO.

What is being counted in the data table

This Unit of Measure counts the number of new or reformed regulations, rules, and laws adopted at the local level (Provincial Government, DPRD I and II, provincial and regional ministries and departments).

How to complete the data table

Based on your CSO's project plans, count up the number of laws, rules, or regulations at the provincial, regional, or local levels your CSO hopes to influence. If possible, estimate or indicate when you expect these laws, rules, or regulations to be adopted, and enter the total number of each in the Target box of the appropriate reporting period. If you can not estimate when such laws, rules, or regulations will be adopted, do not enter them in the Target boxes. As the project progresses, track the number of laws, rules, and regulations actually adopted and enter that number in the Achieved box of the appropriate reporting period. If you have not set targets but do achieve an unexpected success, be sure to count that success in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the total number of laws, rules, and regulations influenced by the CSSP grantees. In addition, tracking over time tells CSSP if the level of influence is increasing, decreasing, or remaining constant.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for this Unit of Measure, indicate any differences between the target and achievements; discuss the reasons for this difference. More importantly, describe key successes (whether targeted or not) and why they are important.

Performance Indicator 9: Strengthening civil-military relations so as to promote democracy and the rule of law

Explanation:

By the end of the program, CSSP would like to see military observance of the Constitution, rule of law, and democratic norms.

Unit of Measure: Number of reports or interventions relating to military abuses made by you CSO.

What is being counted in the data table

This Unit of Measure counts the number of reports and CSO interventions relating to military abuse of citizens' rights and Indonesian Law.

How to complete the data table

If a specific goal of your CSOs project is to reduce the number of cases of military abuse or to intervene in such cases and your CSO has the data, indicate the number of abuses expected to be reported and/or the number of interventions (*except legal proceedings*) expected to be made during each of your project's reporting periods. If you do not have historical data, make the best conservative estimate you can.

As your project progresses, track the number of reports, reports and interventions, and interventions not based on reports, and enter that number in the Achieved box for the appropriate reporting period.

Please be careful not to double count. Here is how to count for this unit of measure:

- A report *not* leading up to an intervention = 1
- A report *leading* up to an intervention = 1 (**not** 2 for a report and an intervention)
- An intervention not based on a reported = 1

What this tells CSSP

This data will give CSSP an indication of the total number of instances of military abuse among the constituents of the CSSP grantees. Overtime, this data will also indicate if the number of cases are declining, increasing, or remaining steady.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for this indicator, point out any differences between the targeted number of reports/cases and the actual and discuss the key reasons for the differences. More importantly, discuss any major increases or decreases in the number of military abuses recorded and explain the reasons and impact.

Unit of Measure: Number of times your CSO has undertaken legal proceedings in support of groups victimized by the military.

What is being counted in the data table

This Unit of Measure counts the number of legal cases the CSSP grantees have opened against the military on behalf of its constituents.

How to complete the data table

If your CSO will be handling cases of Military Abuse in its project, estimate the number of cases per reporting period your CSO will be handling and enter the numbers in the Target box for each reporting period.

Then, during the course of the project, track the number of cases actually opened during each reporting period and enter that number in the Achieved box.

What this tells CSSP

This data tells CSSP the total number of cases against military abuse the CSSP grantees handled during the project. In addition, over time, the program can determine if the number of cases being handled by its grantees are increasing, decreasing, or remaining steady.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for this Unit of Measure, indicate any difference between the target number of cases and actual number of cases handled and discuss the reasons for the differences. More importantly, indicate any major successes and any impact those successful cases have had achieving the intermediate results and strategic objective.

Performance Indicator 10: Building democratic political parties

Explanation:

By the end of the program, CSSP would like to see political parties whose internal structures and by laws (increasingly) reflect democratic principles of organization and governance, including broad-based membership, good communications, transparency and accountability.

Unit of Measure: Number of political parties helped by your CSO which meet these criteria (Assisting to create political parties whose internal structures reflect broad-based membership, good communications, transparency, and accountability).

What is being counted in the data table

This Unit of Measure counts the total number of regional and national party branches assisted by the CSSP grantees.

How to complete the data table

Based on your project plans, count the *number* of Political Parties your CSO plans to assist during the life of the project and determine when that assistance will be provided. Enter these numbers in the Target boxes of the appropriate reporting period.

As the project progresses, enter the number of political parties your CSO actually assisted during each reporting period in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the amount of support being provided by the CSSP grantees to the Indonesia's political parties.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for this Unit of Measure, indicate any differences between the Target and Achievement and discuss reasons for that difference. More importantly, report any major impacts your work has had on the democratization of the political parties you have been working with.

Performance Indicator 11: Reducing, resolving, and preventing conflict

Explanation:

By the end of the program, the CSSP program would like to see an increase in the adoption and use of suitable conflict resolution processes by CSOs and other institutions in areas already in conflict and in areas where conflict seems imminent but preventable.

Unit of Measure: Number of people trained by our CSO actively involved in conflict reduction, resolution, or prevention.

What is being counted in the data table

This Unit of Measure counts the number of participants your CSO trained **and** who are actively involved in helping manage local and national conflict resolution efforts.

How to complete the data table

Tracking this Unit of Measure requires planning and possibly budgeting for follow up surveys of participants trained by your CSO. If you have not planned for this type of activity, you do not need to track this unit of measure.

If you are going to track this Unit of Measure — Based on your CSOs work plan, first estimate the number of participants you plan to train in conflict management skills and processes and then estimate the number who will actively put those skills to work (it is unlikely, but possible, that all participants will become actively involved in conflict management work). Enter the appropriate number for each reporting period of your project.

As your project progresses, track the number of participants trained and implement at least one post training survey per reporting period (consistent with you're the schedule of your Targets) to determine if participants are actively involved in conflict resolution activities. Enter the results of this survey in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the total number of people trained by CSSP grantees who are actively involved in conflict resolution and serves as one measure of CSSP's support for reducing conflict in Indonesia.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for this Unit of Measure, indicate any difference between the targeted number of trainees actively working for conflict resolution with the actual number and discuss the reasons for the differences. More importantly, briefly describe any major successes of those actively working to reduce conflict in their area.

Unit of Measure: Number of existing mechanisms for conflict resolution used by your CSO, institutions, or groups.

What is being counted in the data table

This Unit of Measure counts the number of *methods* that you CSO is *currently* using in its work to reduce conflict.

Some examples of existing mechanisms are ADR, Dialogues, Conflict Resolution Meetings (bringing two sides together and facilitating conflict resolution) and Prayer for Conflict Prevention.

How to complete the data table

Based on your project plans and activities, determine the number of conflict resolution methods your CSO plans to use during each reporting period.

As the project progresses, track the number of these methods used during each reporting period - do not include any new methods learned since the beginning of the project - and enter the number in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP how many methods for managing conflict each grantee already knows and, to some extent, how much they rely on or use each of those methods.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for the use of existing conflict resolution mechanisms, indicate any differences between the targeted number of mechanisms used and the actual number. Discuss any reasons for the difference. In addition, describe any major successes in reducing conflict when using these methods.

Unit of Measure: Number of new mechanisms for conflict resolution used by your CSO's, institutions, or groups

What is being counted in the data table

This Unit of Measure counts the number of methods conflict resolution that your CSO *learns and adopts* during the life of the project.

How to complete the data table

Based on your project plans and activities, determine if your CSO plans to learn new methodologies for conflict resolution (are any trainings or study visits planned). Enter the number of conflict resolution methods your CSO plans to learn for each reporting period.

As the project progresses, track the number of these new methods *applied* during each reporting period - do not include any new methods already known since the beginning of the project - and enter the number in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP how many new methods for managing conflict each grantee has learned during the project and, to some extent, how much they rely on or use each of those methods.

What to discuss in the Analysis of Indicator section of the report

If your CSO has set targets for learning and adopting new conflict resolution mechanisms, indicate any differences between the targeted number of mechanisms to be learned and the actual number adopted. Discuss any reasons for the difference. In addition, describe any major successes in reducing conflict when using these methods.

Performance Indicator 12: Promoting a Truth and Reconciliation*Explanation:*

Be the end of the program, CSSP would like to see truth and reconciliation activities operating with the support and participation of CSOs around the country.

Unit of Measure: Is your CSO creating or operating an advanced working group for truth and reconciliation (yes/no).

What is being counted in the data table

This Unit of Measure counts the number of CSSP grantees that are operating advanced working groups for truth and reconciliation activities. Advanced working groups are groups working to promote the establishment of frameworks or schedules for truth and reconciliation actions.

How to complete the data table

If your project plans call for the creation and/or operation of such an advanced working group, enter a “yes” in the Target box of the reporting periods in which your CSO will be establishing and/or running the working group.

As the project progresses, enter a “yes” for each reporting period you actually established and/or operated an advanced working group for a Truth and Reconciliation Committee.

What this tells CSSP

This data will tell CSSP the number of its grantees that are participating in the truth and reconciliation process.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, indicate any differences between the targets to establish and run an advance committee and the actual implementation of such a committee. Discuss the reasons for any differences. More importantly, describe any major breakthroughs or successes your CSO work group achieves.

Unit of Measure: Has a truth and reconciliation process been established with help from your CSO (yes/no)?

What is being counted in the data table

This Unit of Measure counts the number of CSSP grantees that have been involved in the successful creation of national, regional, and/or local truth and reconciliation activities or programs.

How to complete the data table

If your work plans calls for the involvement of your CSO in the establishment of a truth and reconciliation process or program, enter a “yes” into the Target box of the reporting periods your CSO expects that program to be established.

As the project progresses, enter a yes for the reporting period in which a truth and reconciliation program is actually established.

What this tells CSSP

This data will tell CSSP the number of grantees that have been actively involved in the establishment of truth and reconciliation programs.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, indicate any differences between the targets to establish a program and actual establishment of that program. Discuss the reasons for any differences. More importantly, describe any major breakthroughs or successes achieved by the truth and reconciliation program.

Unit of Measure: Are the truth and reconciliation actions or programs effective and sustainable through the work of you CSO (yes/no)?

What is being counted in the data table

This Unit of Measure counts the number CSOs supporting effective and sustainable truth and reconciliation programs. The key to this unit of measure is that the grantee is working with program or project and it is active and effective.

How to complete the data table

If your CSO is planning to work with a program once it is established, place a “yes” in the Target box of the appropriate reporting periods.

As the project progresses, when a program has been established, place a “yes” in the Achieved box for the appropriate reporting period *if* the program has been effective and appears sustainable. If the program has not been effective, or is not sustainable, enter a “no” in the achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the number of established programs that are effective and sustainable.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, discuss the key reasons for placing a “yes” or a “no” in the achieved box. If the program rates a “yes”, describe the major successes of the program. If the program rates a “no” describe why the program is not effective or sustainable. Finally, if you rated the program a “no” because, although it is effective, it is not sustainable, describe the major successes and the reasons the program is not sustainable.

Unit of Measure: Number of regional and national dialogues on truth and reconciliation carried out by you CSO

What is being counted in the data table

This Unit of Measure counts the number of dialogues on truth and reconciliation held by your CSO.

How to complete the data table

Based on your CSO’s project work plans, count up the number of dialogues on truth and reconciliation your CSO is planning to hold. Enter the number of dialogues planned for each reporting period in the Target box of the appropriate reporting periods.

As your project progresses, track the number of dialogues actually held, and enter them in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the number of truth and reconciliation dialogues carried out by all of its grantees.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, indicate any differences between the targeted number of dialogues for the reporting period and the actual number carried out. Discuss the reasons for any differences. More importantly, describe any major breakthroughs or successes that deepen or sustain democratic reform achieved by the dialogues (but you do not have to repeat yourself if these successes were already mentioned in an earlier section).

Performance Indicator 13: Ensuring the Protection of Human Rights

Explanation:

At the end of the program, CSSP hopes to see real movement toward ensuring that the range of human rights encompassed by the UN Human Rights Statute are available in law and practice for the protection of Indonesian citizens, especially women, children, indigenous peoples and other disadvantaged groups.

Unit of Measure: Number of effective human rights groups helped by USAID Support

What is being counted in the data table

This Unit of Measure counts the number of human rights protection groups, advice groups, and/or monitoring groups that are implementing effective interventions to protect human rights with USAID support.

How to complete the data table

Based on your project plans, count up the number of human rights groups that are being supported by CSSP funding during each reporting period. This number includes your CSO and all of its subgrantees that are working for human rights. Enter these numbers in the Target box of the appropriate reporting period.

As the project progresses, track the number of human rights group being supported by CSSP/USAID funding and their effectiveness. Enter the number of effective human rights group receiving CSSP/USAID support in the Achieved box of the appropriate reporting period. In this case, the decision to rate a group effective is left up to the CSO.

What this tells CSSP

This data tells CSSP the number of human rights groups its funding is supporting. Overtime, the data will indicate an increase, decrease, or remaining steady in the number of human rights groups supported.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, point out and discuss any differences between the target and actual achievements. More importantly, describe any major successes achieved by the human rights groups being supported.

Unit of Measure: Number of human rights groups that have had a policy impact on national and local government.

What is being counted in the data table

This Unit of Measure is counting the number of human rights groups that have had an impact on the policy of national and local governments. Note that it is not counting the number of policies influenced *but* the number of groups who have had an impact. This also means that if two or three groups are working together and successfully influence policy, then each of those groups should be counted.

How to Complete the Data Table

If it is possible, from your project plans, estimate when your work will have an effect on the human rights policies of any local, regional, or national government agencies. If you can

estimate a time, such as a passing of a new law, then in the Target box of the appropriate reporting period, place the number of groups working on that policy change. If your CSO cannot estimate the timing of any policy change, then leave this row blank.

As the project progresses, track any major policy changes regarding human rights that your CSO and its partners are working on. If they are successful and a government agency does adopt a change in policy regarding human rights, enter the number of groups that were working on that campaign in the Achieved box of the appropriate reporting period.

What this tells CSSP

This data tells CSSP the number of human rights groups that have had an effect on human rights policy. Overtime, the project and USAID will be able to see if there has been an increase, decrease, or no change in the number of effective groups.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, if targets have been set for this Unit of Measure, point out and discuss any differences between the targets set and actual achievements. More importantly, if human rights policy has been effectively influenced, describe that influence and why it is important and how they support democratic reform.

Performance Indicator 14: Developing journalistic skills

Explanation:

By the end of the program, CSSP would like to see improvements in quantity and quality of writing well informed and researched, objective, and informative political, economic stories, and human-interest stories.

Unit of Measure: Number of training workshops on good journalism carried out by your CSO.

What is being counted in the data table

This Unit of Measure counts the number of Journalism Training Workshops held by the CSSP grantees.

How to complete the data table

Based on your CSOs project plans, count up the number of Journalism Trainings planned for each reporting period, and enter the number in the Target box of the appropriate reporting period.

As the project progresses, track the number of Journalism Trainings actually conducted and enter this number at the end of each reporting period in the Achieved box of that reporting period.

What this tells CSSP

This data tells CSSP the total number of Journalism trainings held by its grantees and whether such training is increasing, decreasing, or holding steady.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, point out and discuss any differences between the targets set and actual achievements. You do not need to indicate key successes for this Unit of Measure as the next Unit of Measure captures them.

Unit of Measure: Number of bona fide investigative reports carried out by journalists trained by your CSO.

What is being counted in the data table

This Unit of Measure counts the number of real, high quality, investigative reports written and disseminated (published traditionally or electronically, or aired) by journalists trained by your CSO.

How to complete the data table

If possible, based on your CSOs project planning, estimate the number of reports your trainees will write and publish/air for each reporting period of your CSOs project. Enter these numbers in the Target box of the appropriate reporting period. If you are not able to make an estimate, leave this row blank.

As the project progresses, track the assignments and writings of your trainees. Count up the number quality investigative reports they are able to publish and enter that number in the Achieved box at the end of each reporting period. Note: this follow up monitoring activity should be included in the project activities making up your journalism-training program.

What this tells CSSP

This data tells both CSSP and the your CSO about the effectiveness of its grantees training programs. A high percentage of articles published to numbers trained will indicate strong training programs. A low percentage of articles published to participants trained will indicate some weakness in the training programs that will need to be addressed.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, if targets have been set, point out any differences between targets set and actual achievement and discuss the reasons for the difference. If no targets have been set and the number of published articles is low, discuss reasons for this. In all cases, describe any major successes or impacts observed from the articles that were published.

Performance Indicator 15: Upholding laws that protect freedom of association and freedom of the press

Explanation:

At the end of the program CSSP would like to see CSOs and/or citizens using the laws that give citizens the right to organize themselves and to exercise the right of free speech.

Unit of Measure: Number of times your CSO knows of journalists being harassed for exercising their rights to free speech.

What is being counted in the data table

This Unit of Measure counts the number of times journalists are harassed or prevented from exercising their rights to free speech.

How to complete the data table

This unit of measure is a pure monitoring unit. CSSP does not expect its grantees to set targets for this unit of measure.

If your CSO is monitoring this Unit of Measure, track the number instances journalist report cases of harassment and the number of cases of harassment that members of your CSO learn about. At the end of each reporting period, enter this number in the Achieved box of that reporting period.

What this tells CSSP

This data gives CSSP an indication of the level of harassment experienced by journalists in the areas its grantees are working. It also provides CSSP with the capability to measure increases or decreases in the number of cases of journalist being harassed over time.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, point out the number and severity of harassment cases of journalists. Discuss if, and to what level, this harassment is preventing journalists from exercising their right to free speech.

Unit of Measure: Number of policy related studies undertaken by your CSO on use and misuse of laws relating to freedom of speech.

What is being counted in the data table

This Unit of Measure counts the number of policy related studies done by your CSO on the use and misuse of laws relating to freedom of speech

How to complete the data table

Based on your project plans, count up the number of policy studies your CSO plans to conduct regarding freedom of speech laws and policy. Enter the number of studies for each reporting period in the Target box of that reporting period. If your CSO is conducting a campaign for freedom of speech, count these studies both here and under the Unit of Measure “Number of Advocacy Campaign Activities Initiated by your CSO using USAID funds.” As your CSOs project progresses, track the number of such policy studies actually conducted and enter the number of these policy studies completed during each reporting period and enter that number in the Achieved box.

What this tells CSSP

This data tells CSSP the total number of policy studies undertaken by the CSSP grantees during the life of the project.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, point out any differences between targets set and actual achievement and discuss the reasons for the difference. Briefly describe if, and how, these policy studies have helped citizens increase their exercising of their right to the freedom of speech.

Performance Indicator 16: Encouraging new uses of media in other objectives and activities

Explanation:

By the end of the program, CSSP would like to see increased use by CSOs of new media outlets and technologies used in the support of their activities, networking, and exchange of information.

Unit of Measure: Does your CSO use media to promote its activities (yes/no)?

What is being counted in the data table

This Unit of Measure counts the number of CSSP grantees that use the media to promote their activities. For this Unit of Measure media includes communication methods such as email, the internet, web pages, printed material, video, theatre, and others.

How to complete the data table

If your CSO uses or will use any of the above media to support its work during the project, enter a “yes” in all reporting periods such media will be used. If your CSO does not plan to use any of these types of media, during a particular reporting period, enter a “no” in the target box for that reporting period.

As your CSOs project progresses, track the media it uses to support its projects and enter a “yes” in the achieved box if any of the above media was used during the reporting period. Enter a “no” in the achieved box if none of the above media were used during the reporting period.

What this tells CSSP

This data, along with the written analysis of this indicator tells CSSP of the number of its grantees using media and the types of media they are using.

What to discuss in the Analysis of Indicator section of the report

In this section of the report, list out the types of media or technologies your CSO is using and briefly describe the reaction of your constituency or partners to that media/technology.

ANNEXES

- Blank Data Table
- Blank Performance Monitoring Plan Form
- Blank Policy Matrix